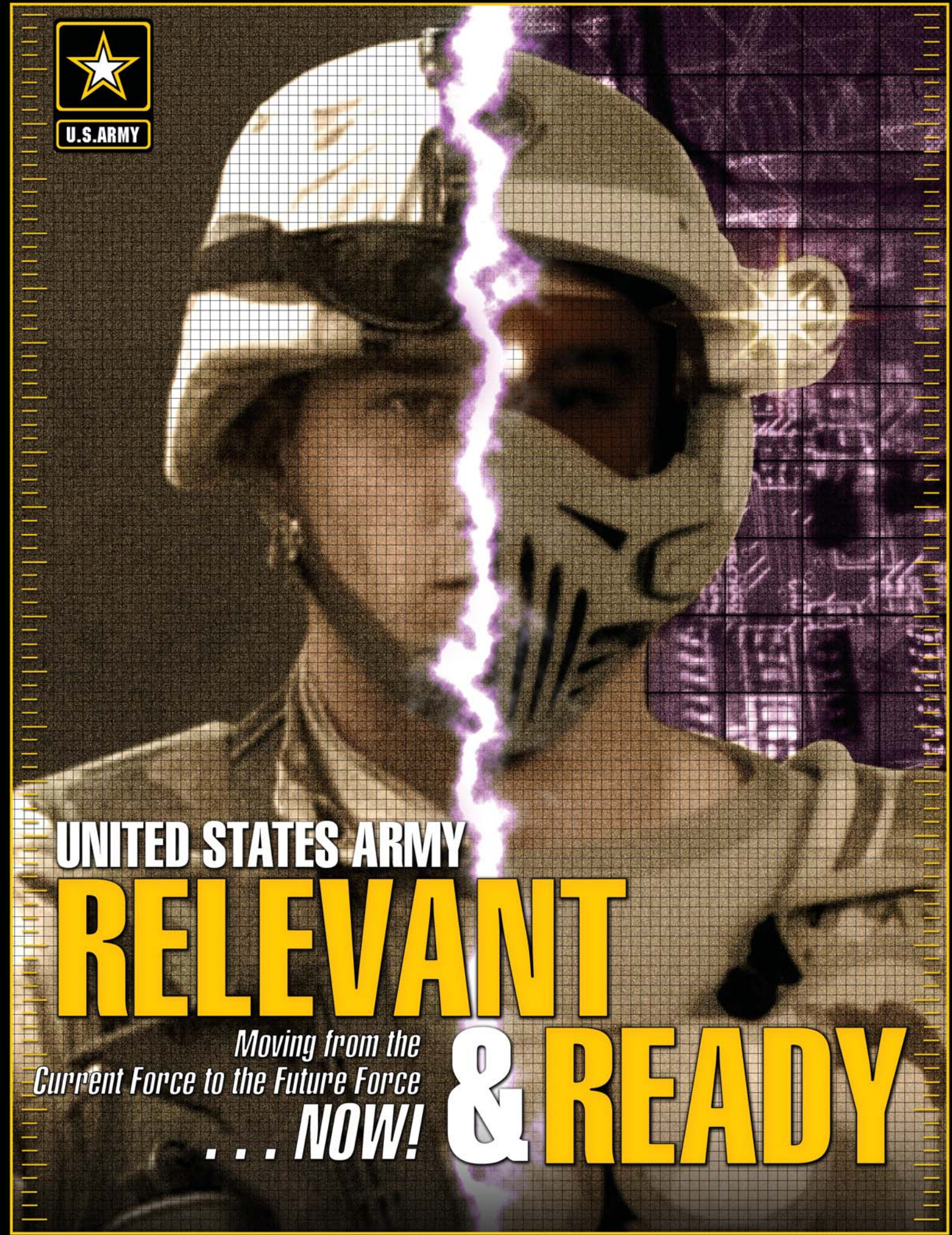




U.S. ARMY



UNITED STATES ARMY

RELEVANT

*Moving from the
Current Force to the Future Force*

... NOW!

& READY

An Army at War

- Introduction 1
- Toward a More Relevant and Ready Army..... 2
- A Campaign-Quality Army with a Joint and Expeditionary Mindset..... 3
 - The Army: A Critical Component of the Joint Team 3
 - Train and Equip Soldiers, and Grow Leaders... 4
 - Provide a Relevant and Ready Land Power Capability to the Combatant Commander as Part of the Joint Team..... 6
 - The Current to the Future Force 9
- Conclusion 10
- CSA Initial Guidance..... 11

Introduction

The Army, as a key partner in the Joint Team, remains fully engaged around the globe in fulfilling its responsibilities to national security. Additionally, the most salient aspect of the current security environment is that we are a Nation and an Army at war - a war unlike any we have experienced in our history. As the National Security Strategy makes clear, "the enemy is not a single political regime or person or religion or ideology. The enemy is terrorism -- premeditated, politically motivated violence perpetrated against innocents. This war will be conducted globally and throughout the full range of military operations against rogue states and terrorists who cannot be deterred, but nevertheless must be prevented from striking against the United States, our allies, and our interests. The current conflict did not begin on September 11th, 2001, and unlike the great wars of the last

century, the sort of tangible events that so publicly signaled the end of World War II and the Cold War may not mark this wars conclusion.

We must immediately begin the process of reexamining and challenging our most basic institutional assumptions, paradigms, and procedures to better serve our Nation. The end result of this examination will be a more relevant and ready force - a campaign-quality Army with a Joint and Expeditionary Mindset. Our Army will retain the best of its current capabilities and attributes while developing others that increase relevance and readiness to respond in the current and projected strategic and operational environments. The remainder of this document explores what we must become in order to provide more relevant and ready forces and capabilities to the Joint Team.



Toward a More Relevant and Ready Army

To increase the relevance and readiness of our operating and institutional forces, the Army has two core competencies supported by a set of essential and enduring capabilities. **The Army's core competencies are: (1) train and equip soldiers and grow leaders; and (2) provide relevant and ready land power capability to the Combatant Commander as part of the Joint Team.** To further concentrate effort, the Army's Senior leadership has established 15 immediate focus areas with specific guidance for planning, preparation, and execution of actions aimed at rapidly effecting necessary and positive change. These constitute changes to existing near- and mid-term guidance and are not, nor are they intended to be, all-inclusive.

The Army will reorganize its combat and institutional organizations to meet the needs and requirements of operating in the current and projected security environment. We must assume sustained operations will be the norm, and not the



exception. As we continue the process of transforming our Army while at war, we will redesign our formations to provide modular, capabilities-based organizations, increasing their relevance and responsiveness to the Combatant Commanders. We must develop in our leaders and Soldiers an unprecedented level of adaptability. We must have balance in our forces, with the ability to operate decisively in an uncertain environment against an unpredictable threat that will make every attempt to avoid our strengths.

Similarly, we will reexamine our doctrine, processes, education, and systems to develop and institutionalize a Joint and Expeditionary Mindset. As we seek to solve the problem of transforming our Army for the current and future security environment, we must not allow solutions to be constrained by processes and systems designed for a world order that no longer exists. Processes can and will change. Systems must adapt to the needs of our Nation and the Joint Force.

A Campaign-Quality Army with a Joint and Expeditionary Mindset

To successfully prosecute the Global War on Terrorism and ensure our Nation's security, the Army must provide the Joint Force with relevant and ready capabilities and forces to support the National Security and Defense Strategies - a campaign-quality Army with a Joint and Expeditionary Mindset. The Army provides the Joint Force with the capabilities necessary to conduct sustained land warfare; this is our unique contribution to the Joint Team and it will be maintained. The challenge we must address is how to transform our organizations, processes, doctrine, and culture so that we are better able to provide this contribution to the Joint Force in a more prompt and rapid manner.

Delivering the right Army forces at the right place and time is vital to the Joint Force commander's ability to defeat any adversary or control any situation across the full range of military operations. As the Army repositions and reconfigures its

forces, it seeks to expand the Joint Force commander's ability to rapidly deploy, employ and sustain forces throughout the global battlespace in any environment and against any opponent. A Joint and Expeditionary Mindset is an attitude and a culture - it embraces the need for modular, capabilities-based Army forces to achieve joint interdependence in support of Combatant Commander requirements and infuses that spirit across all activities.

The Army: A Critical Component of the Joint Team

Joint Interdependence. The Army is a critical component of the Joint Team; we must think of ourselves as indispensable and vital members of that team first, and as a Service component second. We must remember that the Army will always fight in a joint and expeditionary context. Prompt, sustained, and decisive land combat power acts in concert with air and naval power to ensure a synergy that gives the Joint Force capabilities and power well beyond the sum of its parts. In a few short years, the Joint Force has moved from independent, de-conflicted operations to sustained interoperability. We must now move rapidly to joint interdependence.

Joint interdependence is potentially the Joint Team's





greatest asset. The Army provides the Joint Force Commander with unique and complementary capabilities. These include supporting civil authorities at home and abroad, providing expeditionary forces, reassuring friends, allies, and coalition partners, dissuading and deterring adversaries, decisively defeating adversaries should deterrence fail, and winning the peace as part of an integrated inter-agency post-conflict effort aimed at achieving enduring victory.

Train and Equip Soldiers, and Grow Leaders

Training and Equipping Soldiers.

The American Soldier remains indispensable to the Joint Team. Flexible, adaptive, and competent Soldiers infused with the Army's Warrior Culture fight wars and win the peace. Soldiers remain the centerpiece of our combat systems and formations. American Soldiers, possessed of a fierce warrior ethos and spirit, fight in close combat, dominate key assets and terrain, decisively end conflicts, control the movement of people, protect resource flows, and maintain post-conflict stability. We must never forget that it is the Soldier - fierce, disciplined, well trained, and well

equipped - who ultimately represents and enables whatever capabilities we as an institution provide the Joint Force and the Nation.

We must prepare all our Soldiers for the stark realities of the battlefield. No Soldier can survive in the current battlespace

without constant training in weapons and fieldcraft and a continuous immersion in the warrior culture. There can be only one standard of training for our Soldiers, regardless of component or specialty. Our equipment and systems must be cross-leveled as necessary to support the Soldier in the warfight. We must not forget it is our Soldiers who remain the crucial link to both realizing Future Force capabilities and enhancing the effectiveness of Current Forces.

We must treat Soldiers themselves as the ultimate combat system, and to this end, conduct a holistic review and analysis of individual Soldier institutional and unit training, equipping, and readiness needs.



We must likewise prepare our Soldiers, families, and civilians for the sustained challenge of serving a Nation at war. Our well-being programs and family support systems must be synchronized with rotation schedules and optimized to

support deployed units anchored by flagship installations. We must redefine the expectations of our Soldiers and their families. We must recognize our Soldiers and their families need an element of predictability and order in their lives. In the current strategic environment, that



equates to knowing when they are most likely to deploy, and making deployments as equitable as possible across the force. Achieving this will require making necessary adjustment to our mix of Active and Reserve Component capabilities and forces to expand our rotation base. It will also require the use of Unit Manning to provide stability for Soldiers and units and enhanced cohesion in our units, leading to a more capable force. Finally, it will mean rethinking our installation programs and facilities to better support our Soldiers and their families.

Growing Leaders. Leader development systems must be optimized to train and educate leaders capable of operating as part of a Joint Team at war while developing in them a Joint and

Expeditionary Mindset. The Army will take action across a broad front to make jointness an integral part of our culture. Our systems must educate and reward leaders with the mental agility to thrive at all levels in modern war. We must develop in our future leaders the right mix of unit

experience, training and education to meet the current and future leadership requirements of the Army and the Joint Force. Our leader development systems must be re-designed for the current and future strategic environment and acknowledge the current and projected pace of operations and deployments. The officer and non-commissioned officer education systems must be

adjusted to reflect our operating environment and deployment patterns, as well as reflecting Unit Manning and other initiatives. We must identify, prepare, and assign select Army leaders for key positions within Joint, interagency, multinational, and Service organizations and develop and institutionalize the systems required to sustain these assignments.

To develop and train agile and adaptive leaders able to conduct simultaneous, distributed and continuous operations, we must refocus Combat Training Center and Battle Command Training Programs. Leader training and development within these events must complement and help develop the Joint and Expeditionary Mindset and further a warrior culture.

The training must nest within Joint National Training Capability and accurately replicate the realities of the contemporary operating environment. Finally, our training institutions must better enable commanders to develop subordinate leaders. Leader and unit training must be more joint and must embed the realities of the current strategic and operational environments. We must focus the training center experience on execution and not overly emphasize the deliberate planning process.

Provide Relevant and Ready Land Power Capability to the Combatant Commander as Part of the Joint Team

Improving Army Contributions to the Joint Team. By developing more modular, strategically responsive organizations and cultivating and institutionalizing a Joint and Expedition-

ary Mindset throughout the force, the Army will greatly increase the Combatant Commander's ability to rapidly defeat any adversary or control any situation across the full range of military operations. Modular, capabilities-based forces will better support Combatant Commander requirements by easing the burden of delivering the right Army capabilities at the right place and time. This is central to optimizing the relevance of Army forces to the Combatant Commander.

Modular, capabilities-based Army force designs will enable greater capacity for rapid and tailorable force capability packages and improve the strategic responsiveness of the Joint Force for full spectrum operations. Modular support units and logistics are essential to true responsiveness. They will also enhance the versatility of the Joint Force

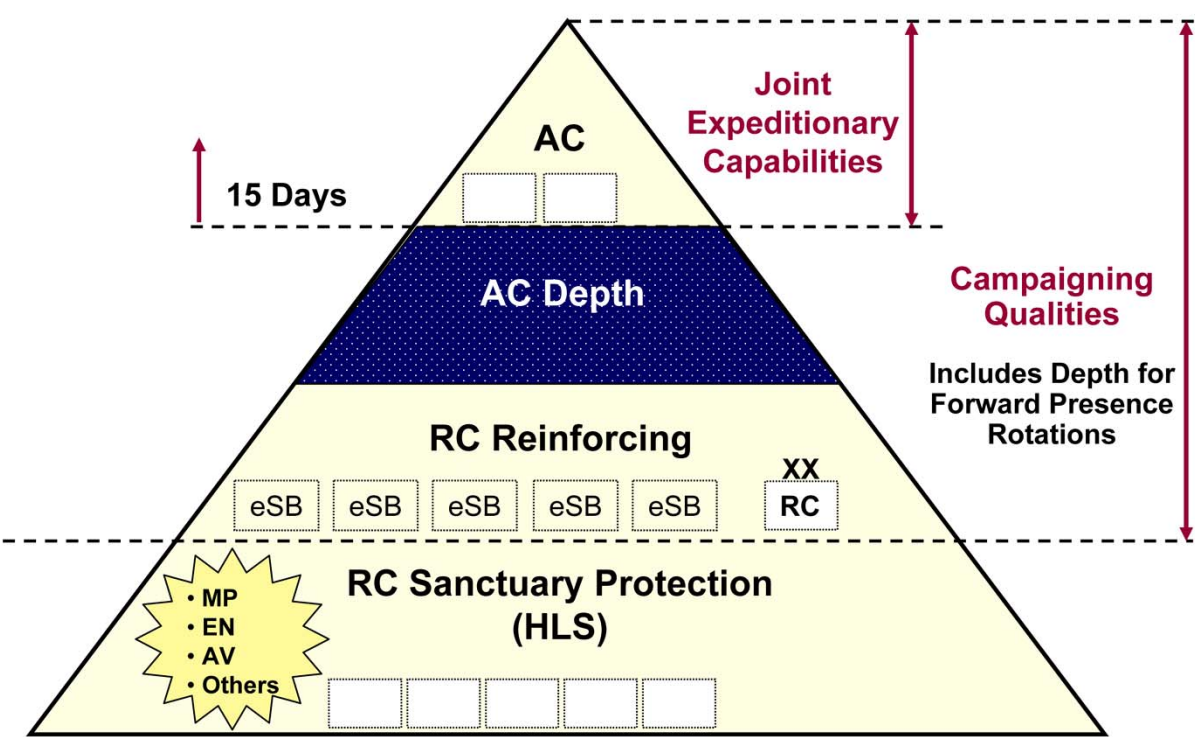


Figure 1: Structuring the Force for Modularity, Joint Expeditionary Capabilities, & campaign Qualities

to seamlessly transition to sustained operations as a crisis or conflict develops. We will expand the Joint Force Commander's ability to rapidly deploy, employ and sustain forces throughout the global battlespace in any environment and against any opponent.

The unit manning system for brigade combat teams, and other forces as feasible, will provide Combatant Commanders with more combat-ready units. We will define and develop a plan to implement unit manning concept into the Army beginning in FY 04. Army wide unit manning must then be implemented to complement a rotation-based system of sustained global engagement.

We will redesign the force to achieve a 15-day deployable active component force with a reserve component force that predictably deploys no more than one year

in six. We will reexamine roles, missions, and organizational force mix to ensure immediately deploying units are active component (minus Reserve Component volunteers), follow-on Reserve Component forces have specific mission sets, and residual forces are organized to meet other missions. This will require dramatic changes in how we organize and equip our forces, but it is critical to our ability to manage the long-term health of the force.

The Army's ability to successfully provide the Joint Team both rapid expeditionary capabilities and the ability to conduct sustained land campaigns across the full spectrum of conflict requires both active and reserve component contributions (Figure 1). Our Active Component provides rapidly responsive, agile, and expeditionary forces that typically respond in the first fifteen days of an operation.

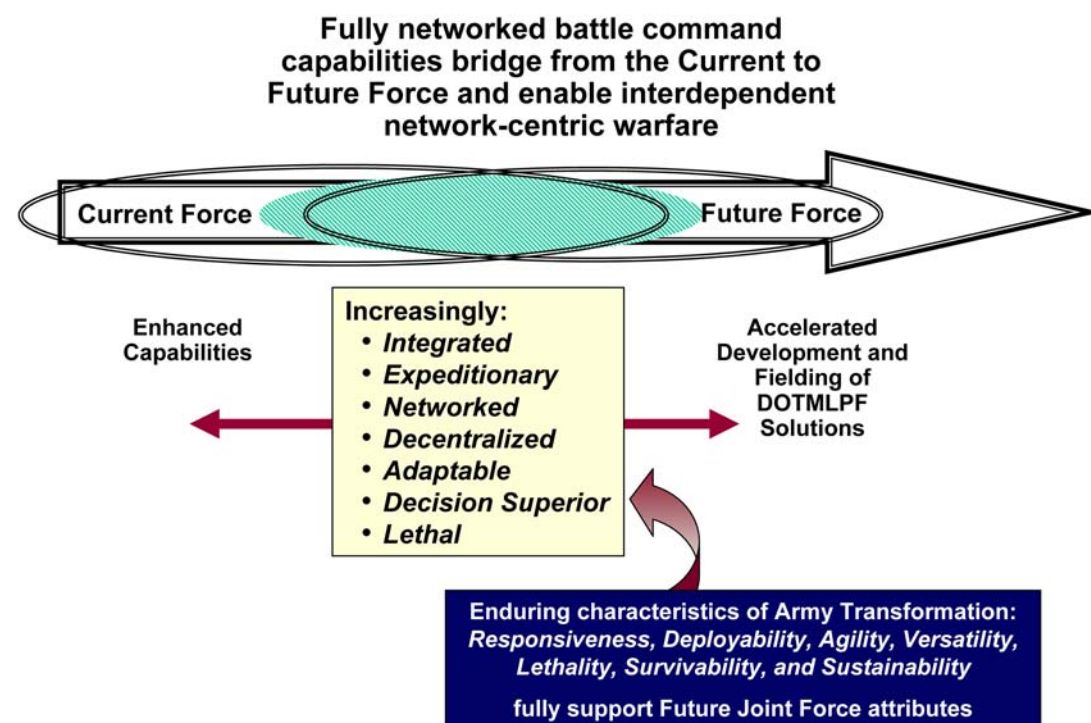


Figure 2:

Campaign quality forces comprised of active and reserve component units provide the depth and capability necessary to conduct sustained land operations. Our Reserve Component provides strategic depth and leads our efforts to protect the homeland. Active units may reinforce Reserve Component units with capabilities not resident in the reserve component. To create and maintain rapidly deployable and sustainable campaign capability and depth throughout the force, we must ensure both Active and Reserve Component forces are modular, tailorable, and capable of coming together in a number of force

and capabilities packages. This will allow us to reduce the time now required for mobilization and training and improve our ability to provide Combatant Commanders with needed forces.



Battle Command capabilities must be leveraged to enable interdependent network-centric warfare within joint, interagency, and multinational full spectrum operations. The Army must accel-

erate the Future Force network to enhance the Joint Battle Command capabilities of the Current Force. We must analyze the development of current network architecture and supporting systems. We will

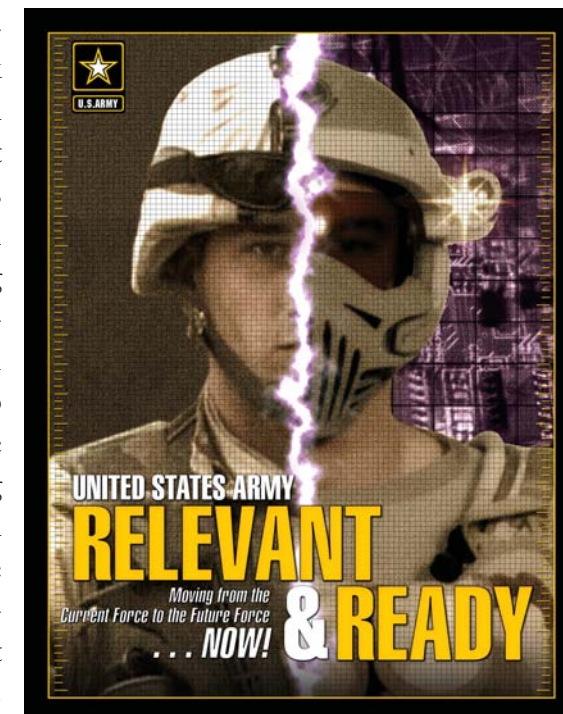
re-prioritize development of the Network to focus on top-down fielding to the Current Force. Experiences and lessons learned in Operation Enduring Freedom and Operation Iraqi Freedom will be leveraged to enhance Joint Battle Command, including battle command on the move and blue force tracking capabilities for select Current Force units. Fielding must be

linked to unit rotation plans. The Army will partner with Joint Forces Command in all aspects of network development.

The Current to Future Force.

Transformation occurs within a context of continuous change. We will provide for the accelerated fielding of select Future Force capabilities to enable the enhancement of the Current Force. The goal of Army Transformation is relevant and ready Current Forces and Future Forces organized, trained, and equipped for joint, interagency, and multi-national full spectrum operations. We must frame transformation within the larger context of continuous change through the interaction of the constantly evolving capabilities between Current to Future forces (Figure 2).

The Current Force is the operational Army today. It is organized, trained and equipped to conduct operations as part of the Joint Force. Designed to provide the



requisite warfighting capabilities the Joint Force commander needs across the range of military operations, the Current Force's ability to conduct major combat operations underscores its credibility and effectiveness for full spectrum operations and fulfills the enduring obligation of Army forces to fight wars and win the peace. The Future Force is the Operational force

the Army continuously seeks to become. Informed by national security and Department of Defense guidance, it is the strategically responsive, precision maneuver force, dominant across the range of military operations envisioned in the future global security environment.

The Army must continue to develop future forces while simultaneously spiraling-forward future force capabilities that will enhance the effectiveness of the Current Force. In developing the Future Force, three critical challenges must be addressed: the Network (C4ISR architecture); spiral development and field experimentation; and doctrine, organization, training, leader development, materiel, personnel, and facilities. The process of identifying and accelerating selected Future Force technologies for fielding to the Current Force will be fundamental to our success in enhancing the relevance and readiness of our Army.

Conclusion

Our Nation, the Joint Force, and our Army are engaged in one of the most challenging periods in our history. Failure in the current fight is unthinkable. To defeat the enemies who threaten our freedoms, we cannot remain static, trapped in a web of our own no longer relevant policies, procedures, and processes. Transformation during a time of sustained campaigning will not be easy; but it is a practice that appears many times in the history of our great Army. We must examine, design, and develop new solutions for a new and dangerous world, as we have done so successfully in our past. This will require the deep and personal commitment of every member of the Army team - every leader, every Soldier, every civilian, and every family member.



Chief of Staff’s Initial Guidance

The Chief of Staff of the Army has established 15 immediate focus areas to channel Army efforts on winning the Global War on Terrorism and increasing the relevance and readiness of the Army. Task forces at HQDA and HQ TRADOC are developing plans for each focus area.

The 15 areas are:

1. **The Soldier** – Develop flexible, adaptive and competent Soldiers with a Warrior Ethos.
2. **The Bench** – Prepare future generations of senior leaders. Identify and prepare select Army leaders for key positions within joint, interagency, multinational and Service organizations.
3. **Combat Training Centers/Basic Command Training Program** – Focus training at CTC and BCTP to meet requirements of current context, and Joint and Expeditionary team
4. **Leader Development and Education** – Train and educate Army members of the Joint Team
5. **Army Aviation** – Take a holistic review of Army Aviation and its role on the Joint battlefield
6. **Current to Future Force** – Accelerate fielding of select Future Force capabilities to enhance effectiveness of Current Force. Army transformation is part of constant change.
7. **The Network** – Leverage and enable interdependent, network-centric warfare.
8. **Modularity** – Create modular, capabilities-based unit designs
9. **Joint Expeditionary Mindset** – Retain our campaign qualities while developing a Joint Expeditionary Mindset
10. **Active Component /Reserve Component Balance** – Align AC/RC within the current security context. Redesign the force to achieve a 15-day deployable Active Component force and contributing Reserve Component force that predictably deploys no more than one year in six,
11. **Unit Manning** – Ensure unit stability and continuity, and provide predictability to Soldiers and their families
12. **Installations as Flagships** – Enhance Installation ability to project power and support families
13. **Authorities, Responsibilities, and Accountability** – Clarify authorities, resources and accountability.
14. **Resource Processes** – Redesign resource processes to be flexible, responsive and timely.
15. **Strategic Communications** – Tell the Army Story so that the Army’s relevance and direction are clearly understood and supported.



U.S. ARMY

Army Strategic Communications
Room 3B548, Pentagon
Washington, D.C.
703-614-7434

WWW.ARMY.MIL



UNITED STATES ARMY

RELEVANT & READY

*Moving from the
Current Force to the Future Force*

.... NOW!

CSA TALKING POINTS



U.S. ARMY

UNITED STATES ARMY

RELEVANT & READY

*Moving from the
Current Force to the Future Force*

... NOW!

